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Exec Summary

#1 Trading & OKR Performance

- Sellside inventory is 13% of all Buyside EMEA revenue (DVA: 69%)
- Q1-Q3, Sellside EMEA is at ▇▇ +5% Y/Y and 95% vs plan; Instream Video & Apps are the growth drivers (Sellside Plan/Targets was not revised w/r/t COVID)
- CPM recovery and continued Y/Y inventory growth pushed Sellside EMEA back to growth since July
- Apps: Now monetizing 89% of top Apps (+24 ppt Y/Y); 59% use Google mediation (+22 ppt Y/Y)
- Web: Winrates improved by +2 ppt in Q2 due to Google Ads' ability to fill query growth

#3 Supporting the Ecosystem

- Pandemic & privacy pose challenges for web publishers; EUCD & Reader revenue top of mind for News relations
- Successful launch of TCF v2 integration w 40% of EEA traffic bein TCF v2 compliant / consent rate 90% / IAB TCF errors down to 15%

#2 New Surfaces & Collaboration

- Advanced TV: 55% pan-EMEA programmatic access for DV360; UK & DE remain challenges; pTV SoW @ ~20%
- Audio is a $400m p.a. opportunity (EMEA 2021: $30m p.a.); partner success cases e.g. w/ Spotify & Anghami
- Video beyond YT: Inventory-supported strategy for video media consolidation across buying doors – critical to our reach proposition; study shows +12% uplift in total Google Ad revenue for advertisers that spend on non-YT video

Appendix / Internal Collaboration & Sales Rigor

- X-ch collaboration between LPS and OPG has further improved – e.g. we needed zero escalations in our Brightline cycle
- A focus area is Sales rigor; we have x-ch Pipeline data for the first time, but still need to get consistent Sales behaviors to use Connect pipeline consistently

#1
Trading & OKR Performance
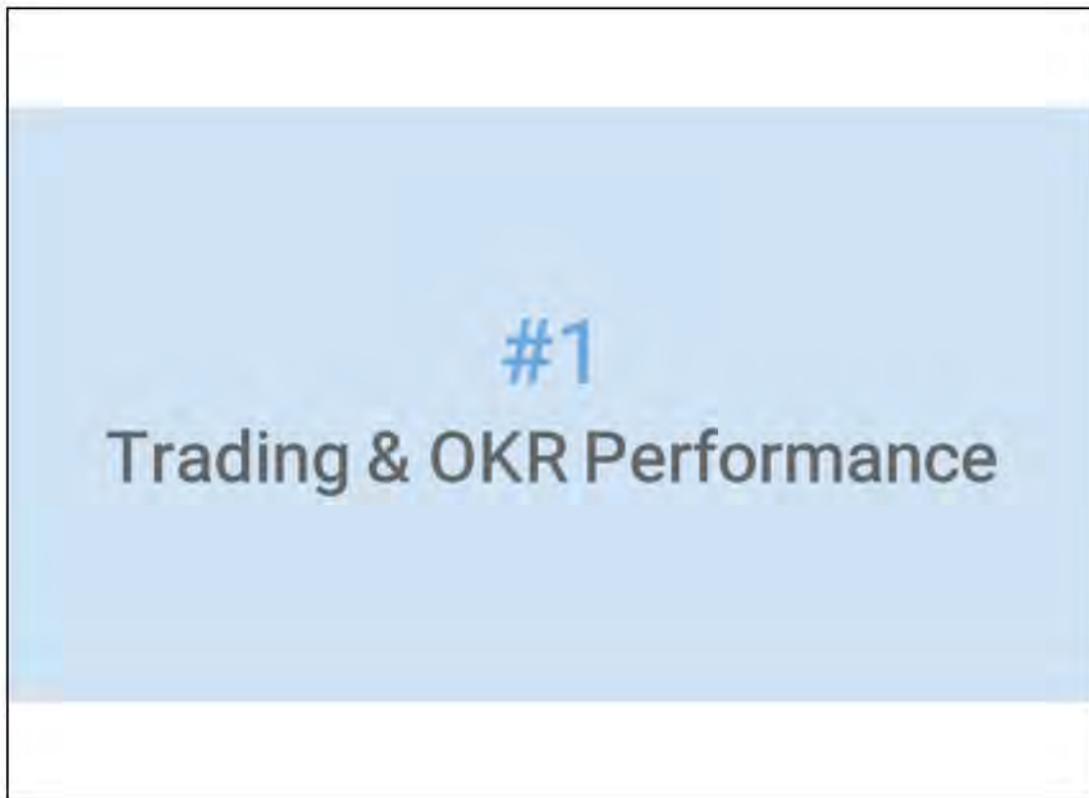
Sellside inventory is 13% of all Buyside EMEA spend (DVA: 69%);
Sellside Video growth at +47% Y/Y (+32 ppt acceleration vs H1), 155% vs target

| | | Buyside EMEA x-ch (Q3'20 outlook) | | | | ... of it. Sellside inventory | | | | Sellside in % of total |
		$m	Y/Y	Y/Y vs H1	vs target	$m	Y/Y	Y/Y vs H1	vs target	
Search			1%	2%	106%		-18%	3%	89%	2%
DVA	Display		5%	11%	114%		0%	10%	112%	80%
	Video		33%	34%	163%		47%	32%	155%	62%
	DVA App Promo		31%	-18%	94%		26%	-14%	93%	50%
	Total		13%	6%	110%		7%	7%	110%	69%
YT	A&C		19%	29%	165%					
	Action		68%	1%	104%					
	App Promo		31%	-35%	94%					
	YT Total		31%	18%	126%					
Total			5%	4%	109%		3%	7%	104%	13%

Sellside growth accelerated by +7 ppt in Q3

Note: This view on the Sellside differs from how we report on EPS / OPG EMEA, as the EMEA Buyside buys global inventory (i.e. incl. pubs managed by other EPS / OPG regions)

Optional talking points:
Here, we show the product categories that you're used to
On the left side, you see the Q3 outlook for the full EMEA Buyside
On the right side, you see what part of it comes from Sellside inventory
For example, you can see that Sellside Video inventory contributes 62% of your DVA Video
revenue, a segment that is growing +47% Y/Y after accelerating by 32% ppt compared to H1

GOOG-AT-MDL-007366771

Price & Volume: CPM recovery and continued Y/Y inventory growth pushed Sellside EMEA back to growth since July
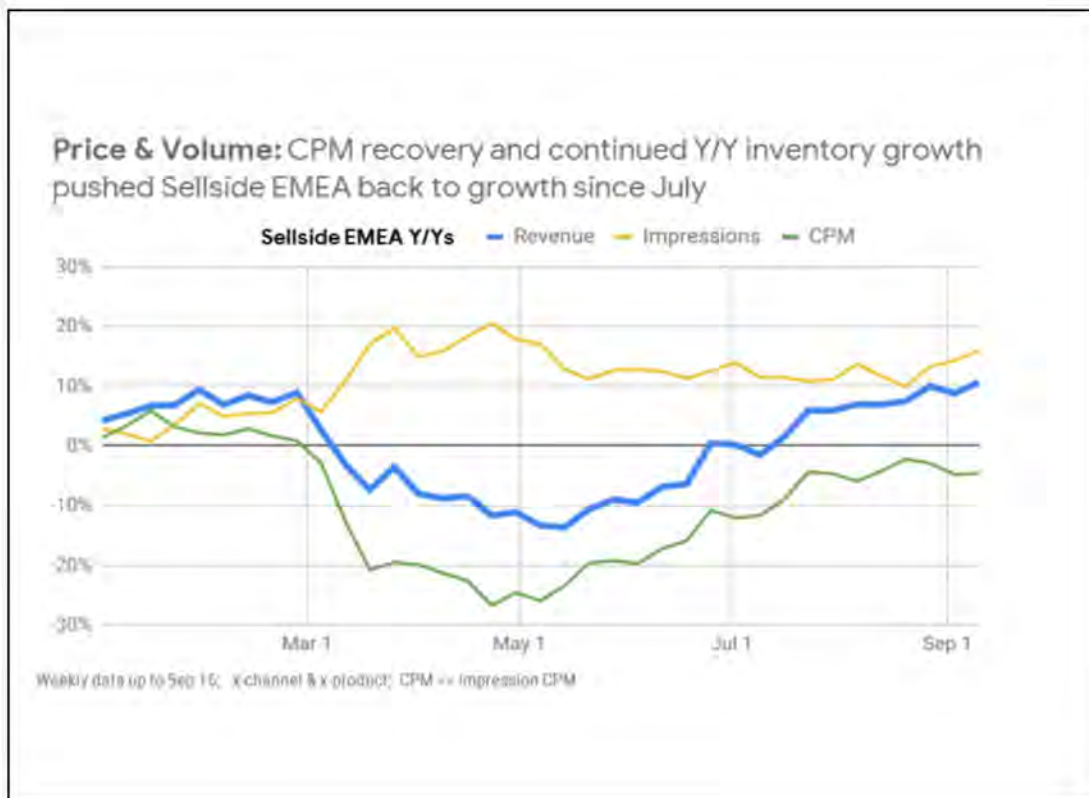
Optional talking points:
You can see at the thick blue line that we recovered our Y/Y growth rate back to pre-crisis levels in recent weeks
This is driven by a good recovery of CPMs, and continued inventory growth – despite that flattening out after the traffic peaks publishers had seen during the crisis

GOOG-AT-MDL-007366772

Volume: User behavior during the Crisis had a (temporary) positive impact esp. on News & Gaming; positive trend for Video & Audio publisher inventory

1: Excl. unclassified (esp Torso/Tail)
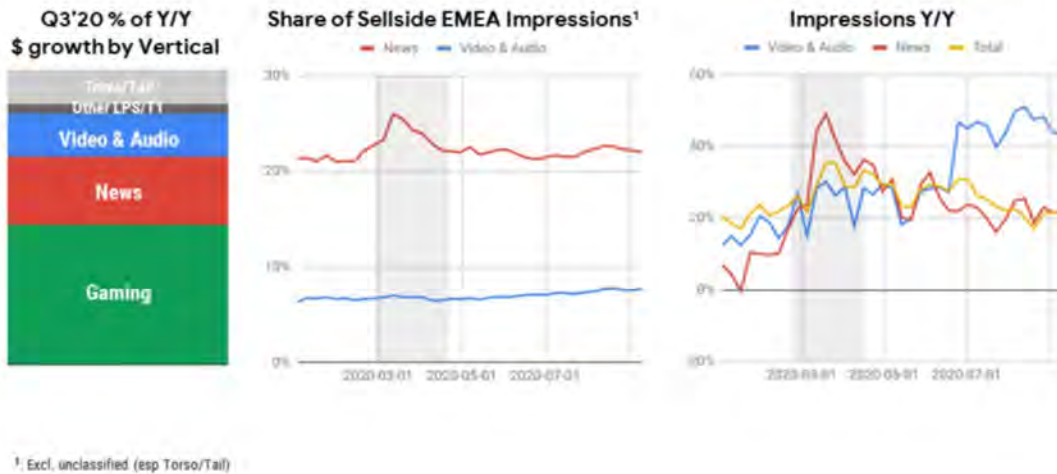
Id	Date	Text
1	09/29/2020 13:22:50	what does the footnote refer to. Also why only 2 of the 5 categories shown here?
1	09/29/2020 13:22:50	Good catch, re-added lost footnote. Reason was simplicity. If needed, can add all categories.

GOOG-AT-MDL-007366774
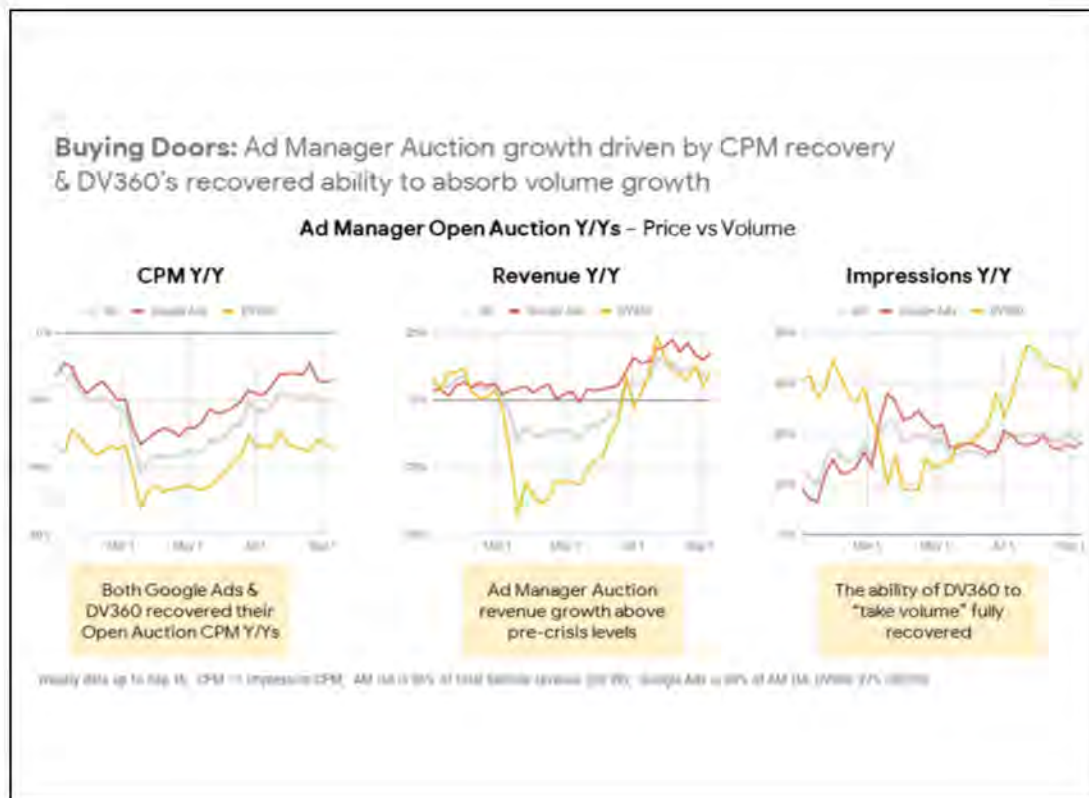
Optional talking points:
Here, we can see how differently Google Ads & DV360 performed during the crisis.
The charts show Ad Manager Open Auction (36% of Sellside EMEA revenue) to take out product mix effects.
Google Ads' superpower to take in high/infinite demand can be seen in the impression spike of the red line in the right chart
DV360 had lost a lot of demand, so both CPMs and volumes suffered.
What's really good to see is that both our key Buying Doors are now tracking at higher revenue growth compared to pre-crisis levels
[Open Auction excludes other transaction types such as PG, PA, PD]
[All AM inventory across Web, Video and Apps]

GOOG-AT-MDL-007366775

Q1-Q3, Sellside EMEA is at **$5b, +5%** Y/Y and **93% vs plan:**
Instream Video & Apps are the growth drivers (Sellside Plan/Targets **not revised** w/r/t COVID)

Q3 2020	x-ch outlook			LPS outlook			OPG outlook		
	$m	Y/Y	vs Plan	$m	Y/Y	vs Plan	$m	Y/Y	vs Plan
Instr. Video		40%	98%		56%	106%		23%	88%
Web		0%	94%		1%	96%		0%	93%
Apps		17%	96%		32%	103%		16%	95%
Search		-8%	94%		-7%	94%		-14%	97%
Total		6%	95%		4%	97%		7%	94%

Q1-Q3 2020	x-ch outlook			LPS outlook			OPG outlook		
	$m	Y/Y	vs Plan	$m	Y/Y	vs Plan	$m	Y/Y	vs Plan
Instr. Video		28%	81%		32%	84%		22%	77%
Web		-4%	90%		-6%	90%		-4%	91%
Apps		21%	98%		31%	99%		20%	97%
Search		0%	97%		3%	97%		-12%	98%
Total		5%	93%		3%	93%		6%	93%

Optional talking points:
Here, you can see our performance as we cut and report it on the Sellside
In the bottom table, you can see the Q1–Q3 summary, which shows a growth of +5% Y/Y at 93% against target. Please note that we report against our original annual plan & did not adjust targets based on the crisis
In the top table, you can see our Q3 outlook. Our main growth driver continues to be Apps. Video Instream is growing fastest, which is quite a success after it was hit hardest in Q2.

GOOG-AT-MDL-007366776

Id	Date	Text
1	09/29/2020 17:45:19	@anakache@google.com we've talked about gTech support for Apps in the past. Is there a revenue risk if gTech not engaged in OPG here? or are you comfortable with your technical support at the moment? _Assigned to Anthony Nakache_

Id	Date	Text
1	09/29/2020 17:45:19	@anakache@google.com we've talked about gTech support for Apps in the past. Is there a revenue risk if gTech not engaged in OPG here? or are you comfortable with your technical support at the moment? _Assigned to Anthony Nakache_

GOOG-AT-MDL-007366777

If we hit 100% attainment in Q4,
Sellside EMEA will finish 2020 at ████, +7% Y/Y, 95% vs plan

Q3 Sellside EMEA attainment vs original annual plan, 7d rolling

— Total — Apps — Video — Search — Web

Data up to Sep 27

Optional talking points:
As you can see, our attainment against target continued to improve throughout Q3, and we even went above 100% in recent weeks
If we manage to hit our Q4 plan, we would finish 2020 at ████ +7% Y/Y

GOOG-AT-MDL-007366778

Apps Rigor: Good progress on platform adoption; monetization improvements from new formats

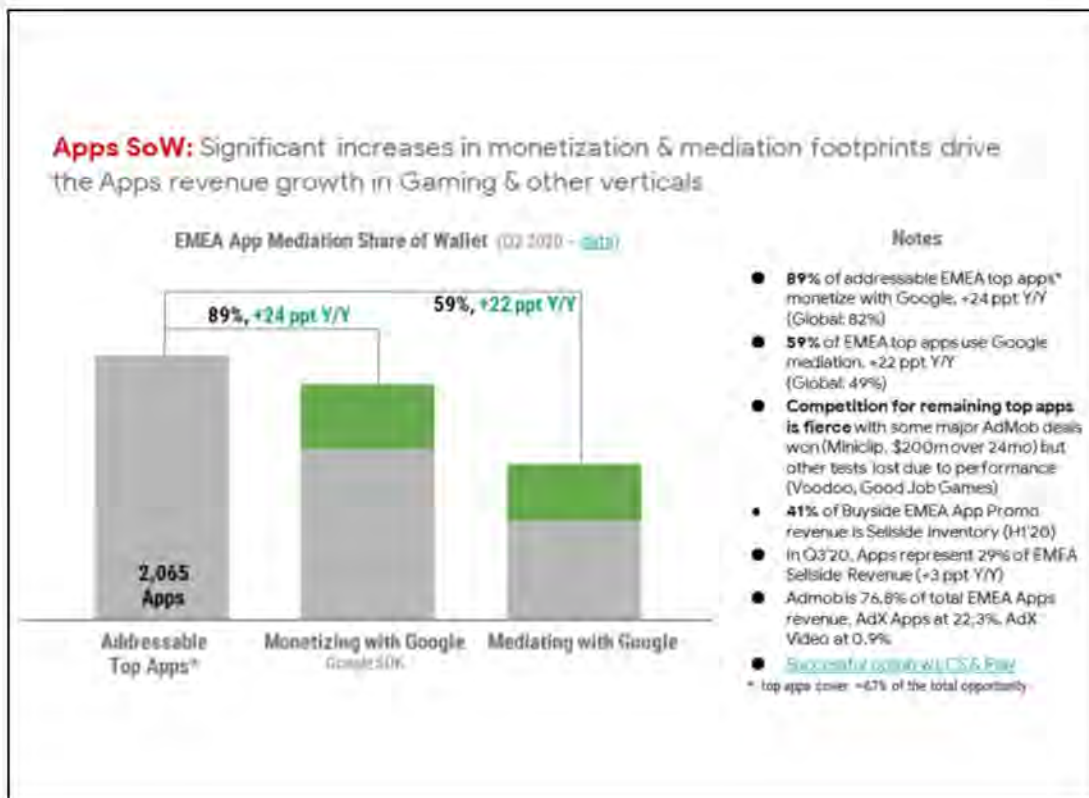| Metric	Rev on platform			OB breadth		New formats breadth		Firebase breadth		Rev at risk	
	% last 90 days	Delta F/F	? ptd	% last 90 days	Delta 90days	% ytd	Delta 90days	% last 90 days	Delta 90days	% last 90 days	Delta 90days
2020 Target	43%	9		n/a	n/a	12%	n/a	39%	n/a	2.2%	n/a
H1-Q3 2020 Target	39%	n/a		n/a	n/a	7%	n/a	38%	n/a	2.6%	n/a
Global XC	37%	7		21%	4	10%	4				
LPS	56%	20		51%	4	17%	-3				
AMS LPS	54%	1		43%	4	6%	-14	Not LPS focus			
EMEA LPS	65%	14		73%	4	14%	-8				
APAC LPS	54%	35		51%	3	30%	-1				
OPG	32%	4		16%	3	9%	4	37%	2	4.8%	-0.3
AMS OPG	32%	5		15%	1	5%	2	38%	3	4.0%	0.0
EMEA OPG	32%	3		20%	4	7%	5	41%	4	4.4%	-0.3
APAC OPG	36%	8		14%	2	12%	5	34%	0	5.5%	-0.2

Incomplete – Data as of Aug 15

Notes

- Metrics mostly relevant for OPG, as nearly all pure-play apps partners are managed by this channel
- e.g. high LPS EMEA "on platform" and "OB breadth" are portfolio effect of hybrid pubs vs pure-play pubs
- Tracking re **Rev on Platform:** 50+ implementations with IAP-focused partners who activate Smart Segmentation and/or want to leverage on **Open Bidding** (615 partners on OB)
- 41% of Admob revenue linked to **Firebase** (EMEA top region), buy-sell ongoing synergies on Firebase partners education
- **New Formats:** Rewarded now at 21.4% of total revenue, interstitials (38%) and banners (32%) remaining big revenue pillars. App Open format and Rewarded interstitial just been launched in August

Optional LPS commentary:
"New Formats Breadth" includes formats mainly suitable for gaming or app pure players (Rewarded IAP & Rewarded Interstitial). However, following the launch of Adaptive Inline Banners Open Beta in Ad Manager, LPS EMEA made great progress on this metric (14% vs. a 2020 target of 12%) thanks to a concentrated number of large publisher integrations (Letgo, eBay, DailyMail, etc). This metric slightly dropped recently due to change in volume mix (apps not opted-in the new formats growing faster than apps opted in).

GOOG-AT-MDL-007366779

Apps SoW: Significant increases in monetization & mediation footprints drive the Apps revenue growth in Gaming & other verticals

EMEA App Mediation Share of Wallet (Q2 2020 - data)

Notes

- **89%** of addressable EMEA top apps* monetize with Google, +24 ppt Y/Y (Global: 82%)
- **59%** of EMEA top apps use Google mediation, +22 ppt Y/Y (Global: 49%)
- **Competition for remaining top apps is fierce** with some major AdMob deals won (Miniclip, $200m over 24mo) but other tests lost due to performance (Voodoo, Good Job Games)
- **41%** of Buyside EMEA App Promo revenue is Sellside inventory (H1'20)
- In Q3'20, Apps represent 29% of EMEA Sellside Revenue (+3 ppt Y/Y)
- Admob is 76.8% of total EMEA Apps revenue, AdX Apps at 22.3%, AdX Video at 0.9%
- Successful copilot w/ CS & Prev

* top apps cover ~67% of the total opportunity

Optional talking points:

A big driver for our apps growth is our increase in access. Apps represent 29% of EMEA Sellside revenue, up +3 ppt Y/Y

Here, we visualize the universe of the 2,000 largest addressable EMEA apps that constitute about 2/3rds of the opportunity

We monetize at least some part of their inventory of 89% of these apps, up +24 ppt Y/Y

Most partners use multiple demand sources. Where RTB has been a standard on the Web for a long time, in Apps, we are just transitioning out of a world of waterfalls. In this shift, it's beneficial if partners use Ad Manager or AdMob as their mediation solution, as it improves fair access for multiple demand sources.

Here, we also made significant inroads: 59% of top apps use our mediation solution, up +22 ppt Y/Y

Competition is fierce in the Apps sector, so it's challenging to grow our footprint with top apps further. We continue to win flips, but also lose when tests don't show superior performance with our solutions

Web, x-Programmatic & Ecosystem Rigor: LPS EMEA PG growth significantly faster than Global; Strong Q3 progress on Funding Choices adoption

Metric	PG revs		OA and OB Admanager depth		Adsense Auto ads breadth		FC adoption	
	$ M yhf	% y-y	% last 90 days	Delta 90 days	% last 90 days	Delta 90days	#Active Partners ytd	Delta 90days
2020 Target		29%	72%	n/a	80%	n/a	300	n/a
(Directional) MM-Q3 2020 Target		27%	73%	n/a	73%	n/a	234	n/a
Global XC		-3%	68%	2			164	29
LPS		5%	68%	4			45	4
AMS LPS		-2%	58%	4			22	1
EMEA LPS		28%	60%	4			23	3
APAC LPS		10%	83%	0			0	0
OPG		-29%	67%	1	47%	-1	106	16
AMS OPG		-12%	66%	2	44%	-2	23	1
EMEA OPG		-48%	70%	0	48%	-2	78	16
APAC OPG		3%	65%	3	48%	1	5	-1

Template -- Data as of Aug 15. Differences in FC between total and channel/region due to unmapped accounts. OAOB values slightly overestimated as apps imps bought by 3P mediation are not accurately represented in the tables.
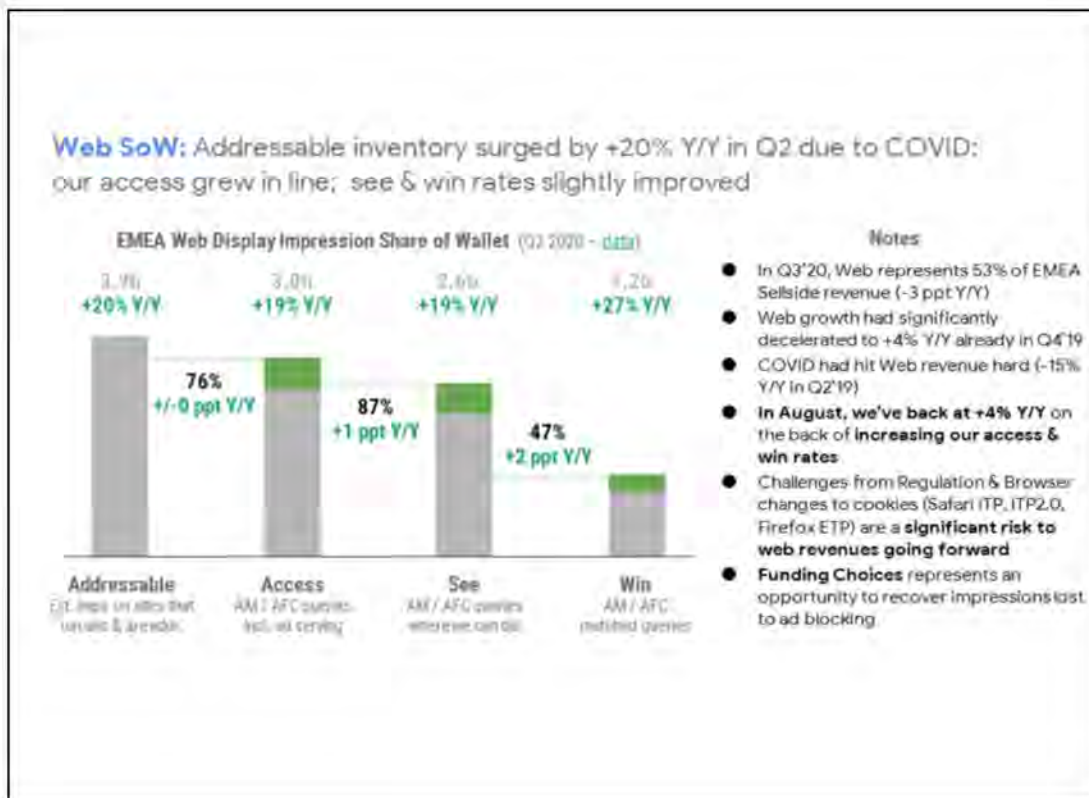
Notes

[1] Programmatic Guaranteed (PG)

- Better revenue trend compared to LPS Americas – we believe driven by improved Buy-/Sellside collaboration & Buy Side focus on PG in EMEA
- OPG's PG decline is driven by a single partner Mountain Lake (fka Incubeta). Partner used to work with MSN and held several PG campaigns during H2'19 (in total ~$27M)

[2] Funding Choices

- EMEA, esp. OPG, made a conscious push on Funding Choices, activating >150 accounts in Q3 alone (YTD 230)
- However, we would need product dev acceleration if we want FC to be the CMP of choice in the ecosystem (Product POV)

GOOG-AT-MDL-007366781

Web SoW: Addressable inventory surged by +20% Y/Y in Q2 due to COVID; our access grew in line; see & win rates slightly improved

EMEA Web Display Impression Share of Wallet (Q3 2020 - data)

Addressable +20% Y/Y · Access +19% Y/Y · See +19% Y/Y · Win +27% Y/Y

76% +/-0 ppt Y/Y · 87% +1 ppt Y/Y · 47% +2 ppt Y/Y

Addressable — Ext. imps on sites that are valid & available
Access — AM / AFC queries incl. ad serving
See — AM / AFC queries where we can bid
Win — AM / AFC matched queries

Notes
- In Q3'20, Web represents 53% of EMEA Sellside revenue (-3 ppt Y/Y)
- Web growth had significantly decelerated to +4% Y/Y already in Q4'19
- COVID had hit Web revenue hard (-15% Y/Y in Q2'19)
- **In August, we've back at +4% Y/Y** on the back of **increasing our access & win rates**
- Challenges from Regulation & Browser changes to cookies (Safari ITP, ITP2.0, Firefox ETP) are a **significant risk to web revenues going forward**
- **Funding Choices** represents an opportunity to recover impressions lost to ad blocking.
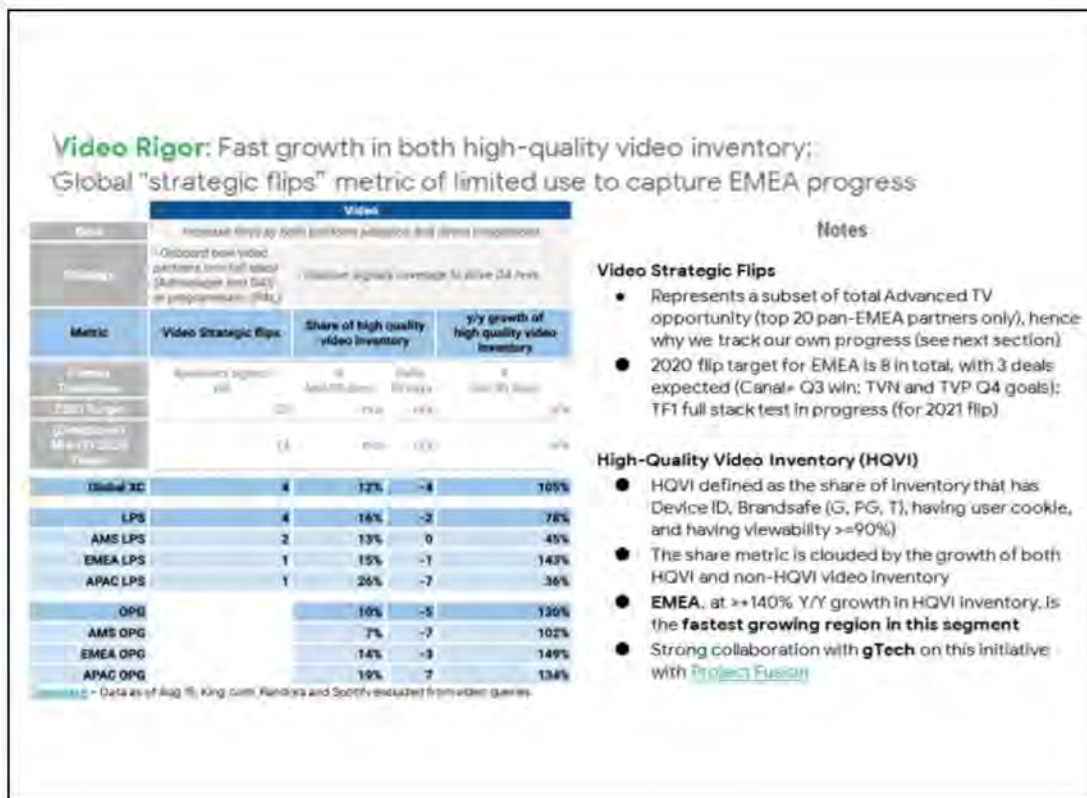
Optional talking points:
The Web data you see here is from Q2. The +20% growth in addressable inventory is driven mostly by user behavior related to the pandemic. Before, we only saw low-mid single digit growth in the addressable Web inventory.
Whilst maintaining our overall access incl. Ad serving, we made improvements on the See rate, meaning that we could bid on a relatively higher share of impressions
Win rates also improved, partly driven by the uniquely scalable Google Ads demand having had an edge in the crisis
Going forward, we see a lot of challenges for the Web – mostly related to privacy. There is considerable risk to lose important signals on a large share of inventory. Initiatives to mitigate include Funding Choices to improve consent and reduce ad blocking rates, cookieless ad serving, and better leveraging 1st party publisher data

GOOG-AT-MDL-007366782

Video Rigor: Fast growth in both high-quality video inventory; Global "strategic flips" metric of limited use to capture EMEA progress

Metric	Video Strategic flips	Share of high quality video inventory		y/y growth of high quality video inventory
Global XC	4	12%	-4	105%
LPS	4	16%	-2	76%
AMS LPS	2	13%	0	45%
EMEA LPS	1	15%	-1	143%
APAC LPS	1	26%	-7	36%
OPG		10%	-5	130%
AMS OPG		7%	-7	102%
EMEA OPG		14%	-3	149%
APAC OPG		19%	7	134%

Source - Data as of Aug 15; King.com, Pandora and Spotify excluded from video queries.

Notes

Video Strategic Flips

- Represents a subset of total Advanced TV opportunity (top 20 pan-EMEA partners only), hence why we track our own progress (see next section)
- 2020 flip target for EMEA is 8 in total, with 3 deals expected (Canal+ Q3 win; TVN and TVP Q4 goals); TF1 full stack test in progress (for 2021 flip)

High-Quality Video Inventory (HQVI)

- HQVI defined as the share of inventory that has Device ID, Brandsafe (G, PG, T), having user cookie, and having viewability >=90%)
- The share metric is clouded by the growth of both HQVI and non-HQVI video inventory
- **EMEA**, at >+140% Y/Y growth in HQVI inventory, is the **fastest growing region in this segment**
- Strong collaboration with **gTech** on this initiative with Project Fusion

Optional talking points:

On Video Strategic flips (a subset of 20 top EMEA broadcasters tracked globally), we had a target to sign 8 deals in 2020, and are on track to deliver 3 by the EOY. This is Canal+ (already signed on DAI Q3), with TVN (DAI) and TVP (AM360 full stack) both Q4 targets. The other 5 deals initially targeted were as follows:

ProSieben: historical full stack opportunity that we continue to push (on account of their investment in their YouTube MCN Studio71/X Sell), however anti-Google in general and unlikely to flip. Mitigation is to connect to their SSP YieldLab directly via DV360 (in progress, with LPS supporting)

France Televisions: confirmed will not be migrating to Ad Manager. Part politically motivated but also tied into fact broadcasters all using Freewheel (best practice sharing etc)
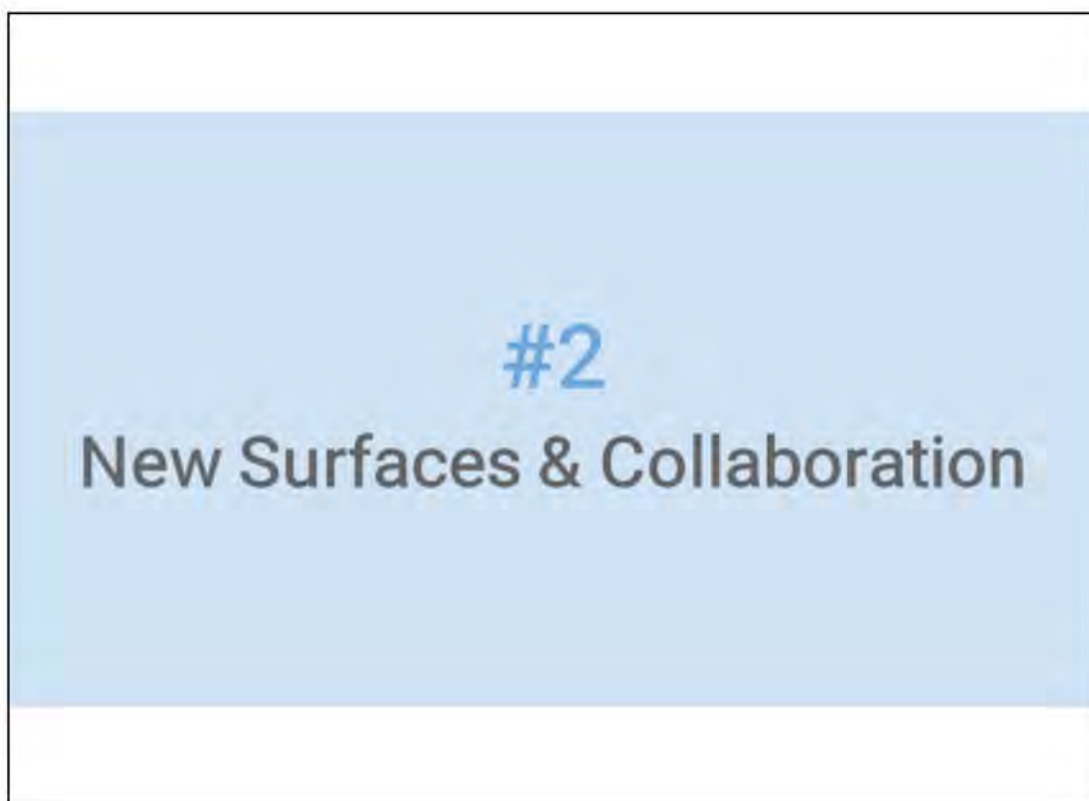
Mediaset Italy: secured group deal Q1 2020, with O&O test in planning for syndicated content on 3rd party websites. Goal was to flip their primary O&O video however this is now considered unlikely for the foreseeable due to strong anti-Google sentiment. Mitigation in place via c-level engagement (MTV trip on hold due to Covid)
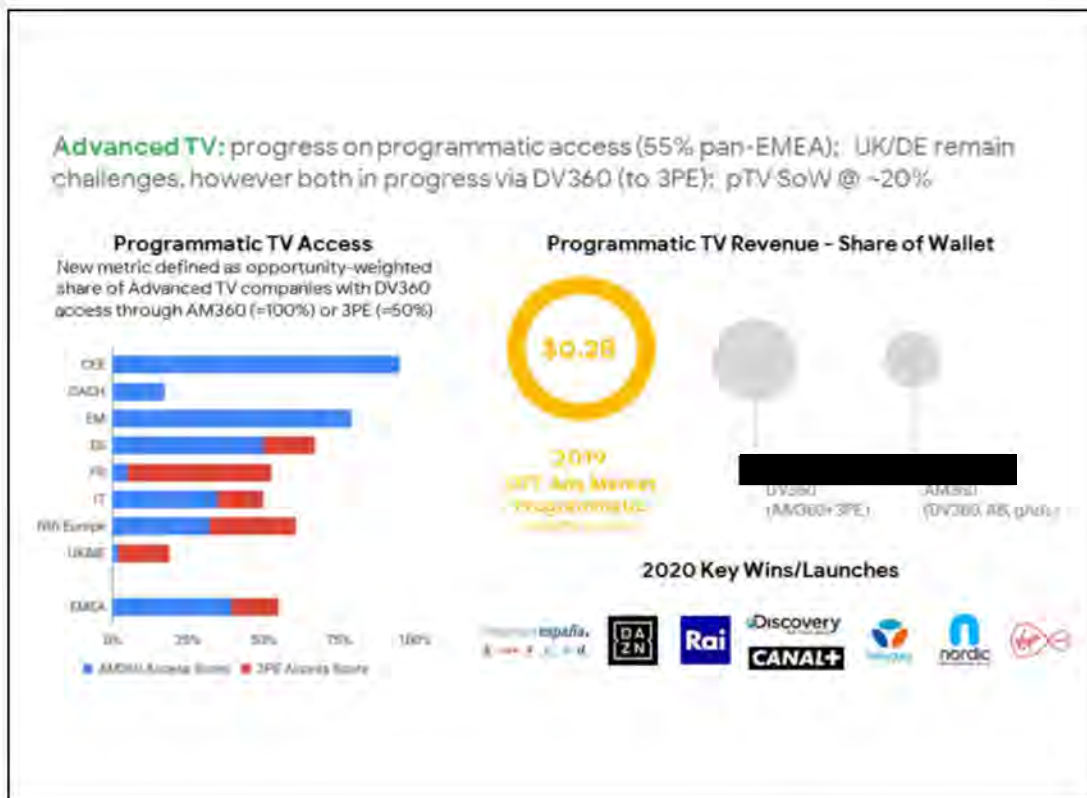
RAI: this was down for DAI with this now moving to 2021 (PG launched Q1 2020)

BBC: DAI target but moved to 2021

On "High Quality Video Inventory" (i.e. "Youtube-like inventory", defined as: having a device ID, being brandsafe, having a user cookie and having viewability >= 90%), EMEA is leading the way x-ch on YoY growth for this metric. And the positive progress here is quite critical for our "Beyond Youtube" strategy that we will deep dive during our next BRM

GOOG-AT-MDL-007366783

Id	Date	Text
2	09/30/2020 10:56:12	@curwen@google.com this question should be for you
1	09/30/2020 11:28:32	Hi David, should we be successful with the Bouygues partnership (which is a custom implementation into their STBs), we will a. have a blueprint for other Android TV operators that wish to provide Addressable TV services to their broadcast partners (Vodafone is another 'whale' we have in the pipe in this regard alongside other French telcos), b. a lever in our wider strategy to flip the major French broadcasters on to our stack (TF1, France Televisions etc) on account of there being efficiencies on using AM360 when running Addressable TV ads with Bouygues (for example lower latency when running AM-AM inventory sharing vs. AM-FW) and c. a general reference case for our wider Addressable TV ambitions (mainly via the HbbTV standard). You can see the revenue opportunity for Addressable TV at go/advanced-tv-emea (our EMEA GTM strategy).
2	09/30/2020 15:12:51	@lutzenke@google.com Lutz, building on the success of the Bouygues deal, how can we replicate/scale here? _Reassigned to Lutz Enke_
2	09/30/2020 15:12:51	If you are asking about this from a gTech support/scale angle, this is a relatively custom implementation (with a custom SDK). I would anticipate some of the implementation work would still scale to other similar Android TV operator partnerships (if we go down that road), and possible to our HbbTV implementations (which will also be client side). Jean will have most reliable POV on this thanks.

GOOG-AT-MDL-007366784

#2

New Surfaces & Collaboration

GOOG-AT-MDL-007366785

Optional talking points:

We are making progress on (our primary metric) of securing programmatic TV access via DV360, with 55% overall access pan-EMEA. If we look at AM360 only, this is 39%. As a new metric we are unable to provide an accurate YoY increase, however we estimate this to be ~10+ppts for AM360 (driven by deals such as RAI and Discovery)

Other notable wins/launches include DAZN (DAI launch), Bouygues France (1st Addressable TV partnership in EMEA), Canal+ (DAI), Virgin Ireland (full stack), Mediaset Spain (renewal) and NENT (full stack), with a full stack test in progress with TF1 France

UK, DE (and FR to an extent) remain challenges for the sell side due to anti-Google sentiment, established competition (Freewheel in UK/FR) and investment in own ad tech (ProSieben & RTL in DE). Mitigation is to support the buy side in accessing inventory via DV360 (i.e. via broadcaster 3P SSPs), with DV3 already connected to Channel 4, and with Sky, ITV and ProSieben in progress. In addition an MG is being progressed in Germany for DAZN (BC scheduled for Oct 1, with escalation in progress to secure LCS leadership buy in)

For directional purposes, Programmatic TV revenue/Share of Wallet has been provided, with Ad Manager representing ~20% ▇▇▇▇ of total pTV ads market ($0.2B) in 2019, with ▇▇ $50m projected for 2020 (Covid impacted)

GOOG-AT-MDL-007366786
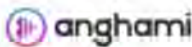
Optional talking points:
Audio is a key new initiative for 2021, we are now in open beta for AM360 for playlists & on-demand, and we will expand support to livestream, podcast & smart speakers next year.
The overall audio revenue opportunity for Google sellside could reach 400M dollars. What we could capture next year, according to our product support and current pipeline is around 30M.
We have just started capturing this opportunity but Audio is a great product to further drive innovation and growth with our Partners, and our journey with Spotify is a great illustration of this: from launching the first Audio PG campaign, to testing Sponsored Sessions formats and Smart Speaker Monetisation
This flagship partnerships with Spotify along with strong product development, enabled us to activate more partners: Anghami (considered the Spotify of the Middle East), RTE, etc
A good buy-sell collaboration is already at play here in order to properly activate this new Audio inventory with our DV360 clients and it the product itself (DV360 Audio Marketplace)
It's too early for buy-side asks on Audio though, but we might come back when the market shapes up

GOOG-AT-MDL-007366787

Buy & Sell collaboration has been a key focus to increase demand and monetization of partner inventory

Google Partner Inventory* Commercialisation

Goal: Drive and accelerate GPI revenue across Google buying doors, specifically DV360, Authorised Buyers and Google Ads

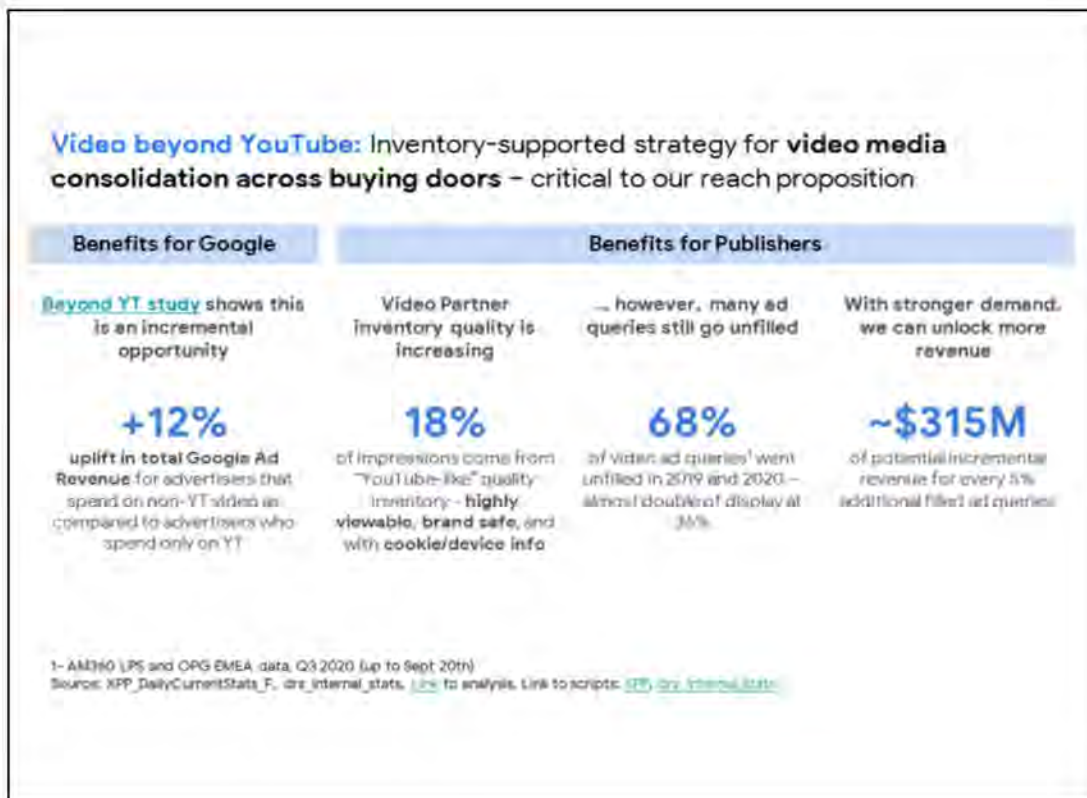| Buy/sell Collaboration activities	Programmatic Guaranteed	Video	Apps	Audio
Sell-side 'inventory champions' community for commercialization	✓	✓	✓	✓
Buy + sell in market **working groups** and deep dives	✓			
Surfacing **premium publishers** to insert into buy side packs	✓	✓	✓	✓
Joint DV360 + AM360 **strategy and pipeline** for inventory access		✓		
LPS **joining buy-side meetings** to present GPI opportunities	✓	✓	✓	✓

Optional talking points:

We've doubled down on our Buy-Sell collaboration initiatives to help accelerate Media Consolidation and increase demand and monetization on partner inventory
The key pillars of our Google Partner Inventory (GPI) commercialisation strategy are PG, Video Beyond Youtube, Apps, Audio. - you will hear more about the Beyond Youtube STrategy in the BRM on Oct 5th.
The collaboration between Sellside and LCS is in a good place and GTM landed a few collaboration programmes this year to facilitate the interactions and accelerate MC growth.
We have an "inventory champs" community now on both buy/sell sides to drive GPI commercialization and share best practices on how buy/sell can work together..
In market buy/sell working groups work together to facilitate deals and address publishers' push back on product adoption.
As a result of GTM re-structure, the advanced TV buy/sell GTM team are now both under PPP and work together on a joint DV360 access strategy and broadcaster prioritization.

GOOG-AT-MDL-007366788

Video beyond YouTube: Inventory-supported strategy for **video media consolidation across buying doors** – critical to our reach proposition

Benefits for Google		Benefits for Publishers	
Beyond YT study shows this is an incremental opportunity	Video Partner inventory quality is increasing	… however, many ad queries still go unfilled	With stronger demand, we can unlock more revenue
+12%	**18%**	**68%**	**~$315M**
uplift in total Google Ad Revenue for advertisers that spend on non-YT video as compared to advertisers who spend only on YT	of impressions come from "YouTube-like" quality inventory - **highly viewable, brand safe,** and with **cookie/device info**	of video ad queries[1] went unfilled in 2019 and 2020 – almost double of display at 36%	of potential incremental revenue for every 5% additional filled ad queries

1– AM360 LPS and OPG EMEA data, Q3 2020 (up to Sept 20th)
Source: XPP_DailyCurrentStats_F, dre_internal_stats, Link to analysis, Link to scripts: OPI, Ory_Internal_Stats

Optional talking points:

Context for the BYT strategy
Google Partner Inventory for video represents a $300m+ opportunity in 2020. Our goal is to extend our customers reach by adding Google Partner Inventory for Google Ads (& 3P for DV3 customers) when buying YouTube to extend their awareness & reach goals on premium publishers.
A core pillar of this initiative is strong collaboration between sell-side and buy-side media team.
Beyond YT (BYT) is an inventory-supported strategy to facilitate video media consolidation across buying doors. BYT is critical to driving our reach proposition and accelerating TV+:
Helps us access TV as it digitises
Delivers better results for our customers
Drives incremental YT spend
The clusters' investments over the past 12 months across buyside & sellside are gaining traction, driving growth and showing what we need to be successful.
We see an opportunity to accelerate in 2021, and drive +$200m incremental for the business and will share more about the plan next week in the BRM session Paul will be leading with your leads.

So how do we drive value to the business?
The BYT drives incremental value:
Our recently published Goliath study suggests that enabling BYT generates a 12% uplift in revenue for advertisers that also spend on non-YT (vs. YT inventory only) - with no cannibalisation effect reported.

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2.   The BYT drives value to our Publishers:

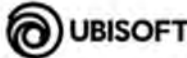Video queries in AM360 have increased in quality.

18% are considered "YT-like". This means inventory above 90% viewability, brand safe, and with demographic data.

Video quality has increased sharply since H1 2019 as driving "High Quality Video Inventory" has been a key focus in EMEA in H1 2020 with great progress. EMEA has been the fastest growing region on this BFM metric x-channel (LPS: +143% YoY and OPG + 149% YoY). BFM metric looks at audience, viewability, cookie passing, etc. with separate initiatives to drive this.

A big portion of AM360 video queries go unfilled. This has been consistent throughout 2019 and 2020 with an unfilled rate around 68%. Video queries are growing fast and demand is not keeping up.

There is an opportunity that is missed. Every additional 5% of queries that we fill is $315M additional revenue. It also reduces the risk of this revenue going to competitors. To unlock this we would need to: (1) use PG to capture more i/o reservations and (2) increase beyond YT buy-side demand.

Apps: Good alignment w LCS AppDev EPS and Play BD; Strategic alignment w LCS in-country required for 2021

with LCS AppDev (detail)

- 20% of AppDev & OPG portfolio is common. +13 buy-side clients unlocked YTD, bringing $50M+ ARR incr.
- **Firebase:** Alignment to grow AdMob-linked revenue and migrate the bidding
- Grow **Rewarded in non-gaming** from 1.5% to 5% by unlocking new inventories with LCS and Appdev clients (food apps, shopping, fitness, travel)

with LCS In-Country

- **Alignment on key client activities** for specific opportunities; limited scale possible due to **data sharing restrictions** and sophisticated client setups
- **Complex pitches across Buyside, Sellside & Firebase**, e.g. for Rovio, Voodoo, Socialpoint, Ubisoft, Wargaming. Opening up **full stack integration** opportunities
- **Strategic alignment required for 2021** as competing ads revenue based UA optimisation solutions (Taichi and Peloton) need to be jointly managed

with other teams

- With **EPS** on the 4 Gaming **Prio Partners** in EMEA we partner on the four EMEA
- With **Play BD** we have focused on Total Revenue Consulting, a 2020 initiative where we **combine Play and AdMob business insights** for top partners

Voodoo

ROVIO

Socialpoint

WARGAMING.NET LET'S BATTLE

UBISOFT

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Id	Date	Text
3	09/30/2020 10:58:39	As I understand, OPG AdMob is mostly supported by their own AdTech Sales Engineers under yaelkataz@ instead of gTech; so the gTech component would probably be most relevant for the LCS side of things. To which degree this is already the case, as it's OPG-led, @anakache@google.com
3	09/30/2020 17:01:59	@lutzenke@google.com Lutz, I'd pull gTech into this alignment discussion as well as there are big implications with highly technical service and technology needs on the buy/sell-side _Reassigned to Lutz Enke_
1	09/30/2020 17:01:59	@dsneddon@google.com On the 2 points re: OPG and gTech. 1) I think we are well covered for Admob which historically has not been an area of expertise by gTech. But as we are diversifying into non Gaming, we see a lot more need for Ad Manager for Apps. This is definitely an area where we don't collaborate enough. The team actually brought that up with me a few weeks back. I asked them to give an overview of needs and challenges at the moment and I said I would share with you. I will circulate as soon as I have it. 2) While we are covered on Admob Sell side specific area, we have no competency on Buy side topics so anything that is truly Buy/Sell (e.g. Firebase integration or projects Taichi or Pelaton) should definitely be covered by gTech. My feeling is that it was but I will double check with the team.

#3
Supporting the
Publisher Ecosystem

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Pressure points on Publisher ecosystem

1. **Revenue diversification**, and exploring new business models in response to pandemic disruption

1. Supporting the **evolution of a cookie-less** ads ecosystem

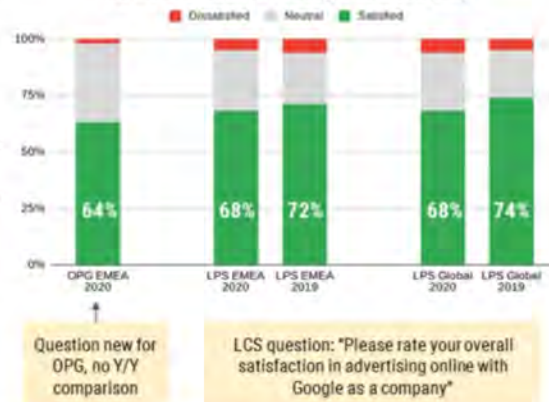1. Managing **regulatory pressures** on Publisher relations

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Pandemic & Privacy pose challenges publishers; our ad monetization revenue & other ecosysteem activities remain critical

Partner Segment	Gaming	News	Other LPS/T1	Torso/Tail
	18% of D+V revenue* **39%** of 2y growth	14% of D+V revenue* 15% of 2y growth	35% of D+V revenue* 41% of 2y growth	33% of D+V revenue* 4% of 2y growth
Revenue Diversification Themes	iAP vs Ads	Reader Revenue / Subscriptions vs Ads	Various (Total Yield Mgmt, Data, Direct vs Programmatic...)	
Regulatory & Privacy Challenges	iOS 14	Threat of cookies disappearing		
		Limited Ads / Cookieless Ad Serving		
		TCF v2 integration 40% of EEA traffic is TCF v2 compliant (+13 ppt w/2w). Consent rate 90% on valid TCF v2 traffic; IAB TCF error rate 46% (Aug 13) — 15% (Sep 21)		
		EUCD		
Pandemic effects	Many Gaming partners experienced significant growth	Crisis response in Q2: AM fee relief for 100+ news pubs; Journalism Emergency Relief fund for 5,300+ local news orgs	Partners with large exposure to direct demand hard-hit	
Sentiment	Satisfaction with Account Managers is high: OPG T1 92%, +4 ppt vs Q1 and +1 ppt vs Global; LPS 88%, +7 ppt vs Global; detailed CSAT analysis WIP			

- 40% of EEA traffic now TCF v2 compliant, up from 27% 2w ago
- Condsent rate now 90% based on valid TCF v2 traffic, gradually rising
- IAB TCF error rate has dropped from 46% (Aug 13) to less than 15%

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Revamped Partner Satisfaction surveys improve x-ch comparability; decline in satisfaction with Google; high satisfaction with Account Managers

- This year, larger **revamp of Sellside CSATs**, aligned top-line questions between LPS, OPG and other GP BD functions (downside: loss of long-term time series comparability for LPS)
- LPS EMEA ~4 ppt (Global ~6 ppt) decline on the main question comparable with LCS CustomerGeist (s. chart)
- Strong **Account Manager** satisfaction (used by OPG as main CSAT index)
  - LPS EMEA 88% (Global: 81%), new question for LPS
  - OPG T1 EMEA 92%, +4 ppt vs previous cycle (Global: 91%)
- Further analysis (incl. vertical breakdowns) coming soon)

Please rate your overall **satisfaction in Ad Serving & Ad Monetization with Google as a company**

Dissatisfied / Neutral / Satisfied

OPG EMEA 2020	LPS EMEA 2020	LPS EMEA 2019	LPS Global 2020	LPS Global 2019
64%	68%	72%	68%	74%

Question new for OPG, no Y/Y comparison

LCS question: "Please rate your overall satisfaction in advertising online with Google as a company"

Satisfied ↔ extremely + mostly satisfied; neutral ↔ slightly satisfied + neither; Dissatisfied ↔ slightly, mostly, extremely dissatisfied

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Pandemic & Privacy pose challenges esp. for web publishers; our ad monetization revenue & other ecosysteem activities remain critical

Challenges in the Ecosystem

- The Pandemic hit many publishers' revenues hard, and has accelerated several existing ecosystem shifts that are existential challenges to many publishers

- The privacy-first ecosystem, with the need for consent and the threat of cookies disappearing, is a high risk especially for the Web ecosystem

- "Future of Publishing" memo: OA will not replace reservation in the foreseeable future; **Publishers seek platforms that support a unified strategy beyond ads** as they are diversifying their revenue streams
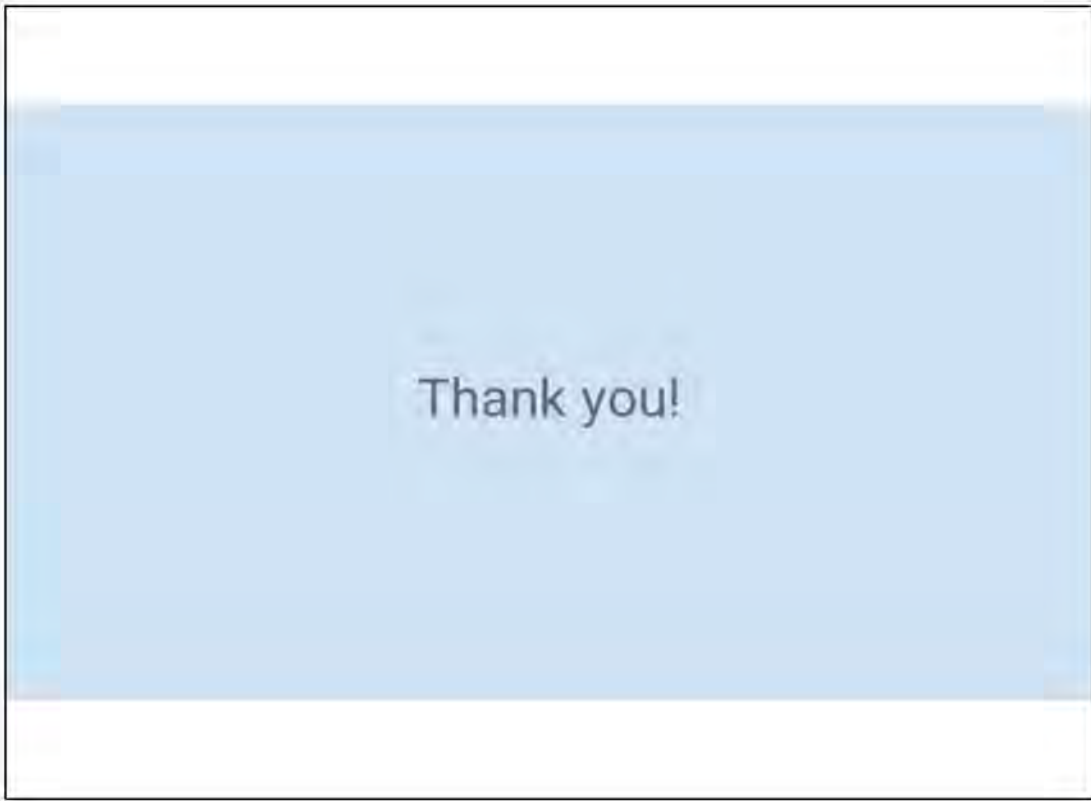
How we are helping

- Crisis response in Q2: Ad Manager fee relief for 100+ news publishers; Journalism Emergency Relief fund for 5,300+ local news organizations

- In Q3, our teams continue to spend significant time on activities only partially related to ad monetization, esp. with news publishers, such as supporting TCF v2 compliance

- Working on solutions for cookieless ad serving

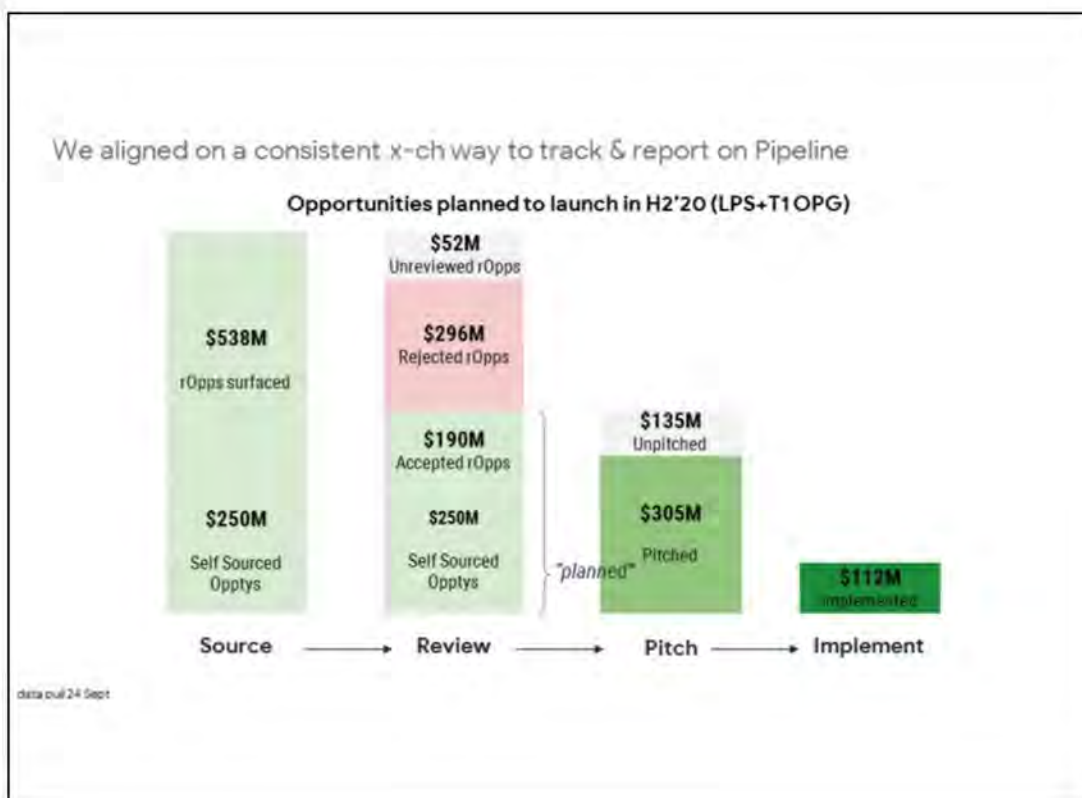- EUCD related conversations are a significant effort for LPS and OPG T1 Web

Our impact

- With direct sales being hit hardest in the crisis, **our programmatic demand was and is critical** for publishers

- **Partner satisfaction with Account Managers is high** (OPG T1 92%, +4 ppt vs previous cycle and +1 ppt vs Global; LPS 88%, +7 ppt vs Global)

- **Successful launch of TCF v2:** 40% of EEA traffic is TCF v2 compliant already (+13 ppt W/2W)

- **Consent rate is 90%** on valid TCF v2 traffic, rising

- **IAB TCF error rate went down** from 46% (Aug 13) to 15% (Sep 29

Id	Date	Text
4	09/29/2020 17:52:32	@pcoffey@google.com TCF remains a challenge for us (esp from technical perspective) - it's by no means complete. Let's stay vigilant on this _Assigned to Paul Coffey_

Id	Date	Text
4	09/29/2020 17:52:32	@pcoffey@google.com TCF remains a challenge for us (esp from technical perspective) - it's by no means complete. Let's stay vigilant on this _Assigned to Paul Coffey_

Thank you!

Appendix:
Sellside Pipeline

We aligned on a consistent x-ch way to track & report on Pipeline

Opportunities planned to launch in H2'20 (LPS+T1 OPG)

For LPS EMEA, using Pipeline consistently for Deals & Self-Identified Optimizations is still early days – this is a key focus for our Sales Rigor in Q4

	In QTR Attnmt	Unreviewed Value (% of Surfaced Opps)		Stale Value (% of Accepted Opps)		Value to be Pitched, $M	Pitched Value (% Pitch Rate)		Avg. Days Accept to Pitch (Wght. by ARR)		Implemented Deal Value (% Close Rate)		Avg. Deal Value in Qtr	Impl. Value QTD Y/Y	Pipeline to Btm LV (as % of LV target)	
Global Sellside	97%	$251M	5%	$71M	3%	$704M	$2135M	67%	20.4	28.5	$528M	25%	$42M	11%	$122M	2%
LPS AMS	97%	$64M	7%	$12M	4%	$142M	$278M	61%	37.7	57.2	$39M	14%	$7M	19%	$11M	1%
LPS APAC	80%	$4M	4%	$9M	11%	$30M	$93M	72%	10.1	4.1	$32M	34%	$4M	22%	$4M	3%
LPS EMEA	94%	$21M	9%	$16M	11%	$79M	$140M	56%	18.7	24.4	$44M	32%	$6M	31%	$4M	2%
OPG AMS	102%	$9M	4%	$5M	4%	$88M	$432M	67%	17.2	20.7	$87M	28%	$4M	15%	$50M	2%
OPG APAC	88%	$6M	3%	$1M	1%	$169M	$607M	69%	23.6	25.1	$210M	35%	$3M	19%	$40M	4%
OPG EMEA	97%	$3M	4%	$7M	8%	$196M	$586M	71%	19.8	28.8	$117M	28%	$10M	23%	$8M	2%

Data comparability between Regions & Channels yet very limited, as tracking behaviors are not consistent – e.g. new deals / prospects not consistently part of the pipeline.

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Appendix:

x-Channel Collaboration

Improving x-ch collaboration on partners & scaled engagements (trainings); smooth Brightline process with zero escalations needed
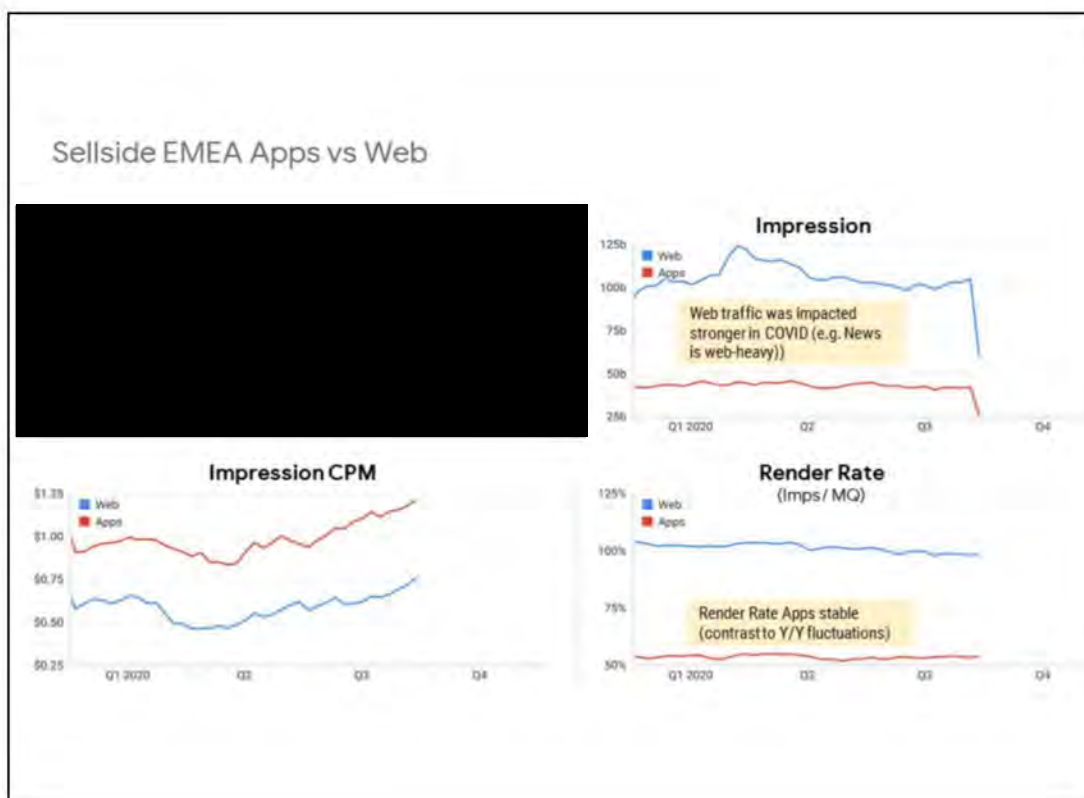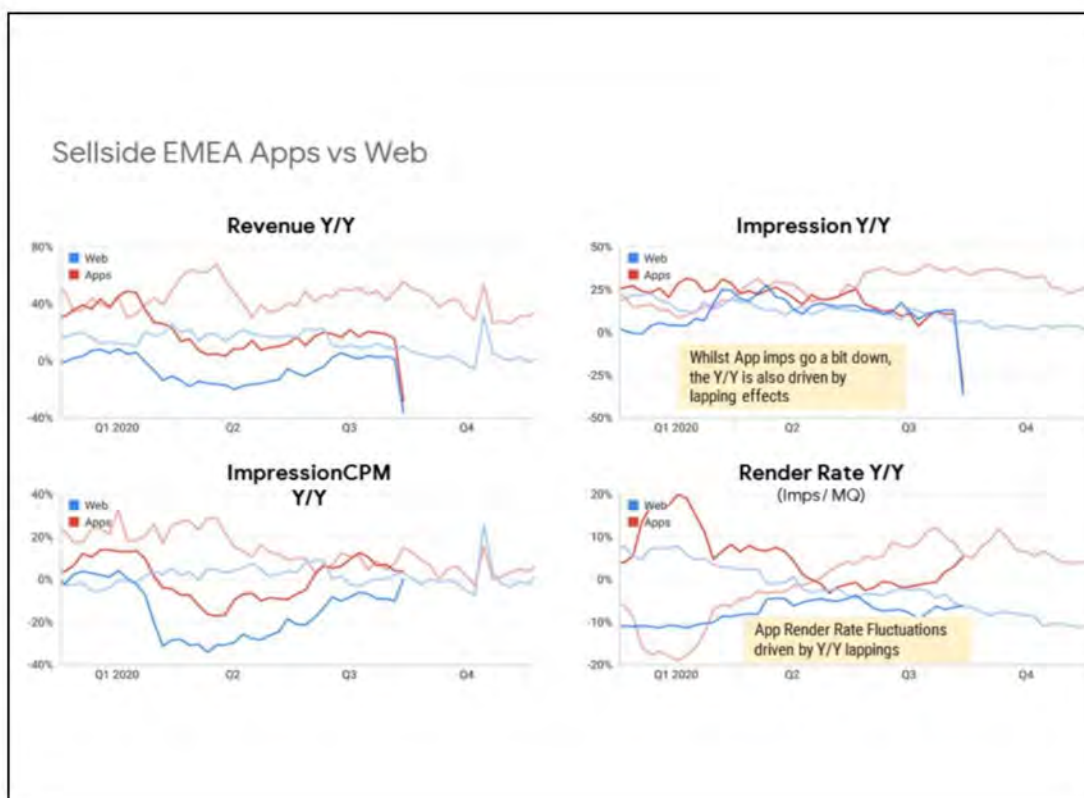
Frontline Collaboration

- LPS & OPG T1 Web NE successfully continues with their x-ch collaboration model, incl.:
  ○ Hybrid partners where OPG manages monetization & LPS sensitive CXO relationships
  ○ LPS supporting OPG on demand
  ○ x-ch holiday coverage
- CEE Hybrid: LPS leading the Advanced TV biz dev for OPG-managed medium-sized TV companies
- "Partner Hub": EMEA-wide trainings for publishers over VC – born of necessity, here to stay

Sellside Brightline

- Exceptionally smooth Brightline cycle with zero escalations – great progress on x-ch collaboration
- Mandate for LPS Cluster Leads to optimize for long-term x-ch growth (vs own portfolio) helps
- Active partners:
  ○ 4 moves to LPS
  ○ 13 moves to OPG
- Prospects
  ○ 19 moves to LPS (mostly related to Advanced TV & Audio)
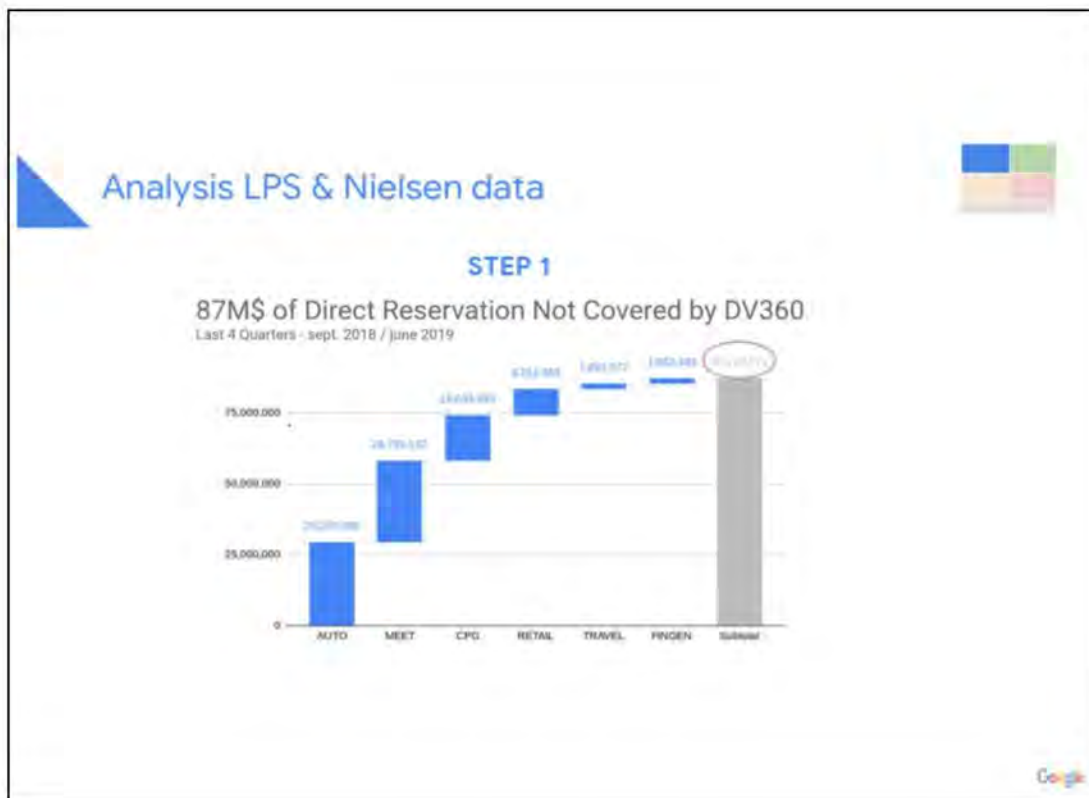 ○ 10 LPS prospects dropped (mostly commerce-related)

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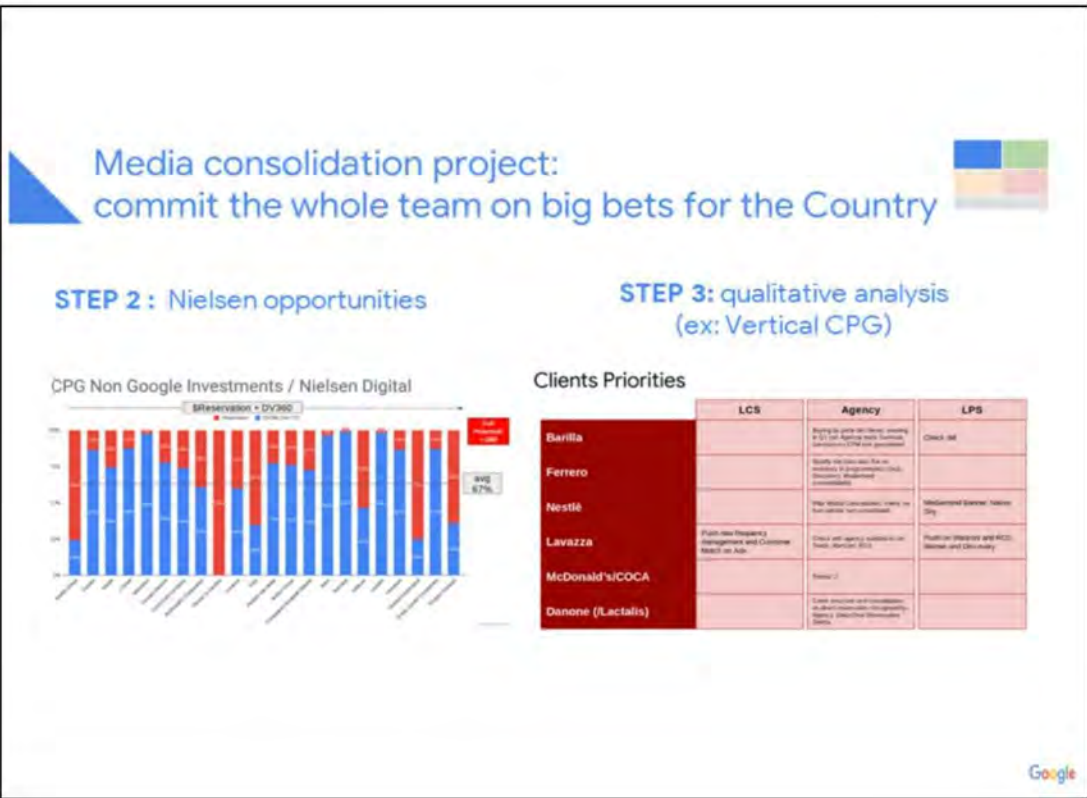# Appendix:
Apps vs Web Trends

Sellside EMEA Apps vs Web

Sellside EMEA Apps vs Web

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Appendix:
Media Consolidation
Collaboration in Italy

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Media Consolidation in Italy: how we are making IT Skyrocket

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